per cent of these car owners said they expect to have the radiator filled, tires checked, oil checked, and the windshield wiped when they drive in for gasoline. They also said that they thought these services didn’t cost anything to render. That’s their belief anyway. Since the customer thinks as he does, it is a problem of good station management to make these services pay a profit. As has been pointed out frequently in the preceding parts of this program, good service creates profits: first, because it brings customers back; and, second, because it provides opportunities to discover many additional needs for Imperial products and services.

Naturally, a set service procedure cannot always be followed with every customer, but the following procedures ensure your taking full advantage of a wealth of profit opportunities. Profitable station management demands that you give the question of proper service to your customers careful consideration. Every salesman you employ at your station should be made to realize the important effect good service has on business and profits and should be trained not only to give this service, but also to take advantage of all the sales opportunities it will develop. Thus, you will be giving your customers what they expect; you will keep them satisfied and coming back; and, at the same time, you will ring up many extra dollars in additional sales.

1. Radiator Sales. In filling the radiator, note whether the water is rusty or if an unusual amount is required (use the flashlight at night). These conditions may indicate the need for radiator flush, rust preventive, or stop leak. If the radiator is badly overheated, remember to look at the fan belt; it may need replacing. Hold the radiator cap in the hand; putting it on the fender or the hood may scratch the finish. Be careful not to spill water or overflow the radiator. Replace the cap carefully and wipe off fingerprints.

2. Windshield Sales. Do a thorough job of cleaning the left side of the windshield. Often the driver will buy the cleaner you use when he sees how well it works, especially if you make some comment about it. Note the condition of the wiper blade. The driver usually forgets to get a new one until it rains. He will appreciate your reminder. While performing this service, avoid putting your free hand on the car, because it will leave fingerprints on the finish.

3. Motor-Fuel Delivery Sales. Whenever opportunity offers, say, “Shall I fill it up with Three Star or Esso?” This suggests an affirmative answer and will sell extra gallons for you. When you
remove the tank cap, hold it in your hand so you
will not forget to replace it. Clean the rear win-
dow, taillight, stoplight, and rear license plate.
Note condition of rear tires and spare. Do they
need air or valve caps? Are tires badly worn?
Look at the Zerk fittings. If heavily caked with
dirt, there is possible need for lubrication service.
Note whether top dressing is needed.

4. Additional Windshield Sales. On your way
around the car, clean right side of the windshield.
Observe condition of rearview mirror. You may be
able to sell a new one. Suggest that headlights
be turned on so you can do a better job of cleaning
lenses. Note whether any bulbs need replacement.
Observe condition and service needs of front tires.

5. Under the Hood Sales. Lift hood. Does lub-
rication tag date indicate advisability of checking
mileage and suggesting lubrication service? Does
gauge show dirty oil indicating the need for a
flush and refill? Observe condition of fan belt. If
spark plugs look old, suggest testing them. If there
is a battery tag, check it. A loose battery may
cause cracked cells and loose terminals. Suggest
tightening it on the pit or the lift. This will give
you an opportunity to check the transmission and
the differential.

6. Tire Service Sales. The majority of tire and
tube sales are made at the air-standard or at the
pit or lift. If the tires need air, offer to service
them. You will miss a sales opportunity if you
allow the customer to do it. While his mind is on
the subject of tires, tell him about Atlas tires. Be
careful not to overinflate. Give the customer the
pressure he wants.

7. Touring Service As a Sales Aid. Lose no op-
portunity to offer Imperial touring information
service. Watch registration plates. If the plates
or the baggage on the car indicates the customer is
touring, he may welcome one of your Imperial
road maps. Keep abreast of near-by road condi-
tions and interesting local scenic trips. Assisting a
local customer with this information will help
make him a permanent customer; touring custom-
ers will remember such service and stop again on
their return trips.

8. Final Sales Step. When making change, go
to the driver's side. Reaching across another per-
son is annoying. Start with the total amount of
the sale, then count the change carefully, adding
aloud as you do. End with the amount of money
handed you. As the customer leaves, thank him.
Smile. Suggest that he call again. Make him feel
that his patronage is appreciated. It will bring
him back. If traffic is heavy and you have the
time, go ahead of customer, particularly at night,
and signal if the way is clear. Give him a friendly
salute. Make every sale breed another.

2. Time Management in Community Development

Here we are dealing definitely with time—hours—
because time must be found which can be devoted to
work away from the station. If your community de-
velopment work is properly planned and if you prac-
tice good salesmanship as you have seen it outlined
throughout this entire program, then the more calls
you make, the more sales you will be certain to create.
Your time management will be the most important
influence in ensuring the maximum number of calls.
Just for illustration and without any attempt to state your particular case, suppose you find that you have two hours a day which can be devoted to community development sales. You will find these two hours very effective in bringing in business; and the results will indicate that if you can devote more time to such work, it will be profitable.

Now, you have two choices: You can conclude that you have no more time to devote to this profitable, creative activity; or you can carefully analyze your routine duties to see if, by more efficient utilization of time and effort, you can do these duties full justice in less time. This analysis will perhaps show you that you can delegate some of these duties or even, as has been known to happen, eliminate some of them. You will never know just what you can do along these lines until you try. You may even find that it will pay you either to devote practically all your own time to soliciting business away from the station, employing an extra salesman to take your place at the station, or perhaps to train one of your men to go out and bring in more neighborhood business.

The thing to remember is that alibis and perfectly good reasons—why time cannot be found to do something pay no dividends. There never was a job or a business that wouldn’t respond profitably to effective time management. And since you must be your own sales manager in building the sales and profits of your station, this time management is one of your definite responsibilities.

3. Time Management in General Sales Promotion

There are endless opportunities, if you seek them, to promote the business of your station at odd times and off hours when you come in contact with the prospects who are all about you. For example, you see that a car belonging to an acquaintance needs new tires; a friend at your house remarks that John had to crank the car last night; you hear that a friend or neighbor has bought a new car; and so on.

These are all very real opportunities for the alert salesman who wants to promote new business. Then also you have an opportunity to develop sales through your daily contacts with business and professional people. For example, when you have given someone your patronage, isn’t it most logical for you to make a bid for his business?

Take any single day out of your life, open your mind, and recognize your opportunities to do a little selling and you will realize that you enjoy many such opportunities. There is a world of possible sales right at your elbow all the time in the course of your fa-
miliar daily contacts with people, many of whom are logical prospects for the advantages which you can offer them. To a real salesman these constant, everyday contacts spell opportunity—opportunity to offer service and to build sales and profits for his station.

By taking advantage of these generally neglected opportunities, you may be able to add the equivalent of an hour a day to your actual selling time—six hours a week, twenty-five hours a month. Think what you could accomplish as a result of twenty-five additional hours of skilled selling of the kind and quality you have learned in this program.

Develop Effective Sales Talks

We can always talk most effectively and convincingly on subjects we know well. It is, therefore, important that you learn the facts about the products and services you sell and then organize this knowledge into effective presentations. It isn’t enough just to point out to a customer the things he needs. You must know, and be able to tell, why he should buy the particular product or service you offer. Knowing your products and being able to answer questions intelligently breed confidence, and that brings customers back. Strong sales points about all the products you sell are freely available to you for the asking.

It is no use knowing that the customer’s car needs the products and services you sell unless you turn that knowledge into sales. You must use the words and appeals that will make customers want and buy the things they need. That doesn’t require a lot of talk or high-pressure salesmanship. A few well-chosen words, giving the strongest sales arguments about a product or service, are what you must use. The important thing is to know and use these strong arguments. Make an analysis of the sales points of all your products, along the lines pointed out in Section Six, and then use these points to boost your sales and profits as other successful Imperial dealers do.

Using the Multiplication Table in Your Sales Work

As an illustration of what you can accomplish with such effective sales management—management which will ensure the maximum amount of salesmanship—assume that you have ten real sales opportunities a day. These opportunities come to you in the course of your business and friendly contacts. As a result of the salesmanship you have learned throughout this training, you turn three of these ten opportunities into sales.

Then if you will use more skilled sales management, you can perhaps find five additional sales opportuni-
ties a day. For example, you may find these opportunities at the station, in miscellaneous contacts, and through a greater amount of time spent in community development. These five opportunities will undoubtedly give you one or more additional sales, which will, in turn, increase your total number of sales.

Thus, there are two distinct ways in which you can increase the profits of your station with no increase of time or effort:

1. You can build up the effectiveness of your salesmanship through a more skillful application of the sales principles you have learned.

2. You can multiply the number of sales contacts you make through a more effective sales management of your time and effort.

Let's see how you can employ these two ways to increase your profits.

Public Spirit As a Business Asset

The Imperial dealer in every community should take an active interest in the life of the community and identify himself with every constructive activity. The dollar volume of the business done by an average Imperial dealer entitles him to the respect of every other businessman. In many cases this volume is greater than that done by the majority of dealers in other lines.

But dollar volume isn't the only way in which you are an important factor in your community. You pay taxes on your property or you pay rent to someone who does. Your water bills are higher than the average, and so are your electricity bills. You employ labor. You maintain many conveniences for your fellow townspeople; you buy equipment and supplies—in fact, you occupy an important place in your community.

But are you getting out of your community what you are putting into it? Are you as well known, have you as many friends as would be the case if you made it a fixed policy to get out among your fellow citizens, to interest yourself in civic affairs, and to do your share in the upbuilding of the community?

There are many places where you can make your personality felt and many ways in which you can attain and retain a position as a representative and valued citizen. You should belong to service clubs and fraternal organizations and take an active part. Men get to know one another well there; they have common interests and get into the habit of working together. Such contacts are the finest you can make. Other fine contacts are to be made at luncheon clubs, the chamber of commerce, and other constructive undertakings. If some worthy public movement that will result in the good of all is under way in your community, identify yourself with it, get your name on the active list, and receive the valuable publicity that will result. Such activities as these have values that are measured in greater terms than money. They broaden a man's outlook on life. They are a constant source of mental stimulation and help one to keep from getting in a rut. They provide opportunities to make friends and contacts that often result in additional business. They provide ideas, many of which can be applied directly to your business.

You are engaged in an important business enterprise—just as important as any in your community or neighborhood. Business friendships, contacts, and
identification with public interests are valuable assets to any businessman. You cannot feel that you haven’t time to devote to these activities, because you have time to make money, and these interests will definitely add to your business and profits.

There will be more to say about this subject of effective sales management in Part 5. Meanwhile, the point you are urged to accept and remember is that the creative time at your station or outside is the time you are engaged in actual selling effort face to face with prospects or in activities leading directly to that point. Therefore, if your sales management results in more time devoted to creative sales effort, it is certain to add directly to your profits.

As previously pointed out, you can permit the routine duties of your business to absorb an undue amount of your time. In fact, this is what is very likely to happen in the absence of proper sales management. One of the important tests you must meet as a successful businessman, therefore, is your ability to develop the management which will increase your productive, creative selling time and decrease the nonproductive, routine chore time.

Unless you are already doing a good job of management in this direction, you will find, as a result of a careful analysis of your day’s work, that you can add anywhere from 50 to 100 per cent to your selling time. You cannot do this without enjoying a very substantial increase in profit. Here, then, is a sales-management formula which will pay you real cash dividends:

Increase the effectiveness of your salesmanship through the study and application of sound sales principles and MULTIPLY this effectiveness through sales management that will ensure the maximum number of sales interviews.

Sales at the station are created by observing needs. The quality of your salesmanship will be the measure in which you cash in on these sales opportunities; and the quality of your time management will be the measure in which you increase the number of opportunities for this skilled salesmanship.

Start using this formula today and watch your profits grow.

Setting and Making Sales Quotas

We always stand a far better chance of achieving a worth-while objective if we know what the objective is and where it is. As soon as we know these two things, we know what we must do to reach the objective. This is particularly true in the field of merchan-
dising and salesmanship. Every properly managed sales organization works toward a definite objective. Each salesman is given his share of work to do in the attainment of this objective in the form of a sales quota, so that the entire organization is geared up to achieve a definite volume of sales. If there is some certain product that is to be pushed, the possibilities of its sale are carefully worked out, and quotas are set. Thus, each salesman is not only working toward a definite objective, but he also knows every day whether he is making enough progress to reach it or is falling behind.

When a good salesman finds himself falling behind the attainment of his quota, he immediately puts on more pressure and works harder to bring his record up where it belongs. If he is exceeding his quota, this is the finest incentive to increase this lead still further and make a record that will attract attention and set him off as a real leader.

**Setting Your Quotes at the Service Station**

Since your job is one of both sales management and salesmanship, you certainly should adopt the quota system at your station. There will be no attempt to deal with specific figures in this discussion since the conditions vary so widely at Imperial retail stations, but some general principles can be presented which will afford a guide you can follow with profit.

When we think of the business of a service station, we first consider the gallonage of gasolines sold, and gasoline is a good item to use as the basis of your sales quota. Now, if you “get right down to brass tacks” and determine to increase your gasoline gallonage by more aggressive salesmanship and the employment of the sound sales principles and methods you have learned, how much increase in gasoline sales can you effect?

Let’s say, just for example, that you decide you can increase your gallonage 10 per cent. Say, also purely for illustration, that you are now selling 5,000 gallons a month. A 10 per cent increase would mean 500 gallons more a month. This increase divided by 25 working days would mean 20 gallons more a day. It may not work out evenly at 20 gallons, as doubtless certain days of the week are heavier than others, but you can make these adjustments without difficulty.

Now, the fifteenth of the month comes along, and you find that you have sold only 2,600 gallons—150 gallons short of your quota. Here is a signal for you to get out and hustle. Immediately you begin to figure how you can bring up these sales by striving to sell larger units per customer, by doing some community development to bring in new gasoline customers, or whatever the method may be. The big fact is that you have set a certain objective, and you are going to put forth the needed effort to reach it.

Again, you might set an objective of Esso sales—a certain percentage of your total gasoline sales. If this quota begins to lag, then you should talk Esso to bring it up. You know how many quarts of Marvelube you are selling per 100 gallons of gasoline. How about boosting these sales to some extent? You can do it if you’ll give more attention to oil checks, use better salesmanship, such as you saw in Section Four, give more educational sales talks on the profit of frequent changing of the crankcase oil, and so on. Say that you sold fifty Imperial Specialized Lubrication services last month. This month your quota is sixty or seventy-five.
Or you can start your objective in another way. As the minimum, the revenue from the additional products and services you sell should equal the revenue from your gasoline sales. Are you getting this revenue? If so, wouldn’t you like 1 or 2 cents more profit per gallon on a basis of your total gallonage? All right. Here is an objective ready for you. Now you must break it down into the items that are going to make that profit.

Consider oils, lubrication services, Atlas tires, Atlas batteries, Atlas and Imperial accessories and specialties. Each of these must do its share to bring you that extra profit which you have set as your objective.

Of course, you cannot carry all this in your head and you need not try. Imperial Oil Limited has available for you a splendid form on which you can set up your quota objectives. It will show you, from day to day, the progress made toward these objectives. You should, by all means, make constant use of this form.

First, find out what you are doing now—the ratio of all the items shown on the form to the gasoline you sell. This information will show you how much additional gross profit you are making and will also disclose any weak spots which should receive special attention. Then, on the basis of these figures, set your new quota. Make this a reasonable one, but one which will require some real merchandising management and salesmanship to attain. Then, as you go forward, you will see each day the progress you are making. You will take the necessary measures to build up where building up is needed, and thus reach the end of the month with an increase in business. If you have any difficulty in getting your quota system started, consult the Imperial salesman who calls on you and who will be glad to help you over any rough spots in getting the system working properly. If there are a number of salesmen at your station, be sure to treat each man’s work individually, because in this way you will disclose any weakness of any individual and thus be able to build him up in whatever way his salesmanship may need.

The Importance of Keeping a Record of the Products and Services Sold Each Customer

The service-station business is a repeat business. Profits are made by getting all the customer’s business—by making him your 100 per cent customer. Therefore, the first essential of your effective sales management is to know who your customers are, to know their names, and what and when you sell them.

As has been pointed out, motorists are prone to neglect some of the services their cars need regularly, and it is one of your important responsibilities to institute follow-up methods that will overcome this tendency. Whether the customer has his car greased three times or ten times a year is often largely up to you. You cannot “carry in your head” the fact that John Smith’s car should be greased and the oil changed on any certain date; you must have a record that will tell you these facts at the proper time; and then you must have a procedure to follow through on these sales opportunities.

The first responsibility of your sales management is to know who your customers are. You cannot hope to remember all their names or what each customer’s requirements may be. For example, you note that John Smith’s tires are getting smooth; he will be in the market for new tires shortly. If you try to “keep tab” on John Smith purely from memory, some day he will drive in with new tires that he bought elsewhere.
If Paul Jones' ear should be greased and the oil changed on the fifteenth of the month, you are the one who must remember this, not Paul Jones.

To meet these very important requirements, Imperial has made available to you a sales and service record system which will, if properly kept up, give you not only a complete file of your customers and prospects, but also complete information regarding their requirements. You are probably already familiar with this sales and service record system. If you are not, then by all means ask the Imperial salesman to explain it to you and to help you get started in its use, because you cannot possibly hope to do a good job of sales management without it. This record is the basis of all your follow-up salesmanship. Without it you will constantly let business slip through your fingers; whereas, if you will follow out the simple methods it outlines, you will be able not only to give your customers better service, but also to set a much higher sales quota for all your products and services.

A successful Imperial retailer says:

"The first thing we do each morning is to pull that day's cards out of the sales and service record box. Thus, we immediately know just what we must do that day to follow up both our regular service customers and our prospects.

"For example, this may be the day that I was to follow up an Atlas tire prospect. I had forgotten all about him, but the card which I had set to come up on this day didn't forget. There may be several cards of customers whose cars are ready for oil changes and lubrications. We get right after these customers, send cards to some, call others on the phone, and so on. There may be one or two delinquents who neglected their service the last time their cards came out. These I usually go after personally and do a re-selling job. In short, this little box has meant the difference between standing around wondering how business is going to be on any particular day and a full, profitable program of work that keeps us busy all day long."

Another Imperial retailer says:

"The Imperial sales and service record box has enabled us to bring up our sales of the long-profit items of our business to the point where we are making real money. The reason for this is that each customer's card shows what he is buying from us. If Mr. Smith's card shows that he hasn't let us check his battery for a long time, I can point out this fact to him and thus have a chance to get at his battery and do some selling on Atlas batteries."
"We have a sales quota on all our products and services here. If we are falling down on an item, such as Atlas tires, I can always find a lot of prospects in the box to work on. Just last month I sold four Atlas tires to prospects to bring our quota up to par on the twentieth of the month. If I hadn't had a record of these customers and prospects and the notations about them on the cards, I wouldn't have known where to turn to bring up these sales."

Knowing Where Your Business Opportunities Are

In every well-managed sales organization the sales field of the company is visualized in some manner—usually by means of a map which shows the location of all prospects and customers. Thus, the sales executive can tell at a glance where any unsatisfactory spots in the territory may be, where the most sales possibilities are, and all other facts which will be helpful in planning the sales campaign intelligently. You can profitably adapt such a plan of visualizing your sales opportunities. Let one Imperial retailer tell how he has done this. He says:

“When we determined to make an intensive drive for business in our trading territory, we secured a plat of this section of the town at the courthouse. We then took the street directory section of the city directory and wrote in the name of every resident and every business firm in the district.

“We then stuck a red-headed pin in the location of every customer and a blue-headed pin at every address where our records showed we weren’t getting business. This immediately gave us a good picture of our territory; we could immediately see where to go for business. For example, a certain block might show mostly blue pins and very few red ones, indicating that some development work was needed there. We would then copy off on cards the names under these blue pins, which would give us a definite program of work. Each card would have to be reported on. If we could not get an interview at the first call, the card

would be filed in a pending file and not disposed of until we had a report of an interview.

“This plan is valuable in more ways than one. It not only enables us to see all the prospects in a district and to do this with the minimum of effort, but it also keeps reminding us of districts where we should have more business and it is a constant incentive to keep after some low district in order to replace the blue pins with red ones.

“The plan is of value only if it is closely followed and kept up to date. Thus, if some customer moves away, his red pin is replaced with a black one, showing that we must get busy to line up the newcomer who moves in. If a customer moves out of our trading area, but remains in the community, we do not turn him loose; we keep after him for
lubrication service, tires, and so on. In this way we have
retained the custom of many good customers who otherwise
would have drifted away from us."

Here you have had presented to you three of the
vitaly important agencies of expert sales management
at your station: First, the form on which you set up
your quota, which breaks down the items that are to
make up the total and gives you a daily inventory of
your progress; second, the customer sales and service
record, which organizes and makes available all the
sales opportunities that will ensure the achievement
of your quota; and, third, a map of your neighborhood,
which will picture to you just where your sales
opportunities are.

It can be stated definitely that unless you are
making full and effective use of these vitally important
agencies, then you are not doing so good a job of sales
management at your station as you could and should
do. You may be doing a good selling job, but you are
not backing up your salesmanship with the manage-
ment that will ensure the multiplication of the sales
opportunities on which your profits must rest. There-
fore, by all means make these three agencies the solid
background of your operation. Call on Imperial for
help in setting them up and keeping them in active
operation. The Imperial salesman will be glad to help
you in every way possible.

Part 4
EFFECTIVE MERCHANDISING DISPLAY MANAGEMENT

A great deal has been said about the profits of ef-
efective display at your station. As this is an impor-
tant subject of management, it has a definite place
here. The next time you are on the main street of
your community, note the great care and expense that
have been expended in the attractive display of mer-
chandise. Store rentals are based on the opportunities
for displaying merchandise before the largest number
of prospective customers. You will find that these
displays may be divided roughly into two classifica-
tions:

1. Displays to show the attractiveness of the merchandise.
2. Displays to show the merchandise in actual service.

Thus, in some windows you will see merchandise
displayed to show its beauty; in others you will see
the merchandise in use—a refrigerator displayed so as
to show its large capacity or, perhaps, attractive food
items being cooked in the window of a restaurant.

All such displays have definite sales values, other-
wise they would not be used year after year by suc-
cessful merchants. If display is a maker of sales, which
has been proved, then management is involved in these
two particulars:

1. In developing the most effective display.
2. In maintaining the display at its maximum effectiveness
   with regard to timeliness, neatness, freshness, and
   so on.

It is a basic principle of good storekeeping to ar-
range and display merchandise so as to catch the eye
of every customer who comes in. For instance, the
lady who comes in to buy some needed staple may go home and say to her husband, “While I was in Blank’s today, I saw some shirts that I think you would like.” Those shirts weren’t hidden away in a drawer; they were out in view where they would catch the eye of the passer-by.

**Your Opportunities for Effective Display**

Since your opportunities in this direction may be great or small, effective display at your station must be a distinct and individual problem for you to solve. But at every station there are, or can be made, opportunities for business-building displays—a window, an island store, the arrangement of the interior of the station, spots of high visibility about the exterior such as the pump island, on the driveway, at the pit, and so on. Your realization of the value of these display opportunities and your ingenuity in using them should provide many ways and means for the development of this important phase of your station management.

**The Power of Suggestion**

Many of your accessories and specialties will help sell themselves through the power of suggestion if they are attractively arranged, as you just saw in the case of the shirts. When you think of the many things you yourself have bought just “because you happened to see them,” you immediately realize what powerful sales help attractive displays give. If you have a show window, for instance, it should not be the repository of odds and ends, but a real selling asset to your station. It should receive careful attention to make sure that the regular window trims are properly installed, kept in good order, changed often, and perhaps reinforced by the original touches your ingenuity may devise. For example, one Imperial retailer greatly increased his spark-plug sales by placing all the discarded plugs in a basket which bore the sign, “Fuel Wasters. Are There Any in Your Car?”

Another Imperial retailer has capitalized the display of related items. This dealer, in planning his displays, always features related products such as Nu-Trim with Trim, polishing cloths, and Atlas Touch-Up Enamel. Likewise, he always features an Atlas tube with his Atlas tire display, the idea being that the sale of the one product always suggests the sale of a related product.

You should keep your eyes open and your mind alert for sales slants that you can apply at your station. Make it a point to study displays everywhere—in the uptown stores and at competing stations. Search the literature and bulletins you receive for ideas. Train your mind along these lines and you are bound to find and to generate many effective display ideas that will supply that priceless “something” which will give your displays character and individuality.

**Visibility Is an Important Factor of Effective Displays**

Careful study can be devoted profitably to the visibility of displays. On this point a successful Imperial retailer says:

“In planning the displays at your station, you should always keep in mind the customers and passers-by who are going to see them. The customer remains seated at the wheel; he comes into the station; he drives over the pit; or he drives to the air-standard; and so on.

“Therefore, there should always be some sort of display that he cannot help seeing at such points. If he remains in the car at the pump, he should see the display in the window
or island showcase if you have displays at these points. The Atlas tire and battery display should be in his line of vision, not hidden away out of sight. If there are any special displays, such as bottle stands or canned oil, these should be placed near the pump where they are sure to be seen.

Keeping Your Displays Fresh and New

Probably there are windows on the main street of your town which you never look in because you already know what is in them. There are other windows which you always look in because you know from past observation that they are likely to contain new things or perhaps old things, which are interestingly displayed. The same will hold true at your station. For example, if there has always been an Atlas tire on its stand in the same place at your station, it will become a part of the station, and your customers will no longer see it. But if you change it around—give it some new and original kind of display from time to time—it will stand out and attract attention.

If you have an island showcase, a window, interior showcase, or rack where accessories are displayed, these points of sales opportunity will also fade into the background of your station if they are used merely as repositories or places to stack things. Your customers should never be allowed to become familiar with the stock arrangement at your station. Give each item a “break” by placing it at the point of honor, or best visibility, in its turn. Be sure to give good display to those items that are largely sold by suggestion—by “happening to see it”—such as household oil, cleaners, polish, and so on. Keep on rearranging these items and changing their background so that they will never become “an old story” to your customers. You can very definitely increase your specialty and accessory sales by following these suggestions and you will also build your skill as a merchandiser at the same time.

Timeliness As a Sales Maker

There is a large element of timeliness operating at your station in the sale of both products and services. There is timeliness in the sale of antifreeze, chains, and other cold-weather items, and an effective display of these things will stimulate their sales. The same is true of hot-weather needs and other timely items, and also of whatever signs or bulletins are supplied to promote them. Where such signs and bulletins are used, they should be displayed when they are timely and then taken down. There is no greater reproach to the
efficiency of station management than some ragged, faded banner advertising something the need for which has long since passed.

To sum up this important phase of station management, the following rules should be kept clearly in mind and consistently observed:

1. Your goods must be attractively displayed.
2. These displays should be changed and rearranged frequently so that they do not become merely part of the "scenery" of the station.
3. The displays should be arranged with due regard to timeliness—the most prominent items being those most in demand at the season.

Remember that successful merchandisers long ago took their goods out of drawers and other hiding places and put them out on tables and display racks. A national chain of cigar stores found that taking a certain brand of cigars out of the case and putting it on top of the case increased sales of that brand 300 per cent. There are very sound principles of merchandising involved in effective display—principles which are, in turn, soundly based on human nature. Make it one of the important parts of your station management to take full advantage of these basic principles.

Sales Values in Display of Service Equipment

Just as effective display of merchandise is a powerful aid in selling it, so will the effective display of your service equipment prove a powerful aid in suggesting and selling the services implied. A customer who sees such equipment will largely sell himself on the fact that he can get good service at your station; and it should be a part of your management to see that your salesmanship receives this important support.

Spend more time in observing needs and more time in factfully suggesting products and services to meet those needs. By so doing, you will devote more time to creative salesmanship and less time to unproductive routine management.

An Imperial dealer more than doubled his chassis-lubrication business by displaying his check charts and gun board in line with the customer's vision. Another dealer increased his battery business, in both sales and rentals, by placing his battery-checking outfit on a stand at the air-standard instead of keeping it out of sight inside the station.

Modern Station Equipment Is a Good Investment

In order to maintain an effective display of your service equipment, it is, of course, essential that you have the necessary equipment. Ever since the early days of the service station when someone discovered
that the sign "Free Air" had a cash value and proved to be a good way of attracting customers, service has become increasingly important as a sales factor.

A motorist expects to find certain facilities which are essential in servicing his car at the station where he stops to purchase gasoline. And if the station is not equipped to render these services, very likely he cannot be made a regular patron. No dealer can expect the motorist to buy gasoline and oils from him and then stop elsewhere to inflate his tires, have his battery checked, or his car lubricated.

Therefore, closely allied to the proper display of merchandise is the modern service equipment which should also be properly displayed. The advertising of Imperial Oil features dealers who display the Imperial dealer identification sign and tells the motorist that Imperial stations are good places to stop for the products and services they need for their cars. To back up this advertising and to enjoy the profits it makes possible, your station should be equipped with the proper facilities to give this service. If your station is lacking in any of these facilities—a good air compressor, modern tire inflator, a good lift or pit, up-to-date lubrication equipment, battery service, display equipment, and so on—you should plan to rectify these needs just as quickly as possible. Modern equipment in any business is always a profitable investment, never an expense.

Printed Material Is an Important Part of Your Display

Printed material—maps, handouts, touring-service cards, and similar material—is a proved source of business. Such pieces will often tell your sales story convincingly in situations where you are not given the opportunity to do so yourself. Therefore, it should be a part of your planning and management to get this material into circulation without waste so that its effectiveness will be creating increased sales for your station. Printed material will never create sales stacked up on your shelves, but it will make sales and build
good will in the hands of logical prospects for the products and services of your station.

It is, however, of the utmost importance that you offer a sales talk with your presentation of printed material. Merely handing a customer or prospect a folder with an expression such as, "You'll find this interesting, Mr. Cooper," will probably result in his laying it aside without reading the contents. On the other hand, a brief three-step sales talk will lead him to look further into your offer. As an illustration, let's assume you are giving him an Atlas tire folder. You could say in your presentation:

**Advantage:**

"Mr. Cooper, I know you'll be interested in reading this attractive circular. It will show you how motorists and truck operators can save money on their tire needs.

**Proof:**

"On this first page you'll find many reasons why Atlas tires are better and why they offer greater mileage, more motoring convenience, and longer tire life at less cost to you. These pages will also tell you about the famous Atlas guaranty and the fine service features we give with Atlas.

**Agreement:**

"You are interested in knowing how you can save money and get as many trouble-free miles as possible, aren't you, sir?"

**Summing Up**

In the preceding pages you have seen very clearly what an important part effective display will play in the building of the business and profits of your station. You have seen and can prove to yourself by observation that display is one of the important factors in every successful merchandising operation and you should give your station the full benefit of this power-}

ful force. Do not be content to conclude that, because of the location or construction of your station, you have no opportunities for display. You have these opportunities, whether they are great or small, and you can make additional opportunities if you wish. If you want to make more money, with practically no added investment, here is one of the *proved* ways in which to do it.
Part 5
EFFECTIVE OPERATING MANAGEMENT

There is an old story, probably untrue, which so clearly illustrates what often happens in merchandising that it is repeated here. A group of city people used to spend their summers at a certain resort, and one of the things they always enjoyed was the toasting of marshmallows over a fire on the beach. They used to buy the marshmallows of an old codger who operated a little country store near by. But one year he didn’t have any, and, when asked why, he replied:

“Well, they got to be a nuisance. People bought ’em so fast that I couldn’t keep ’em in stock, so I just quit handling the doggone things.”

This may sound farfetched, but practically the same thing happens in service stations all over the land. For example, an Imperial salesman convinced one of his dealers that the most effective way to sell Marvelube was to adopt a service procedure that would ensure the maximum number of oil checks. As a result, the sale of Marvelube showed a nice increase. Then the volume began to die down, and, when asked the reason, the dealer replied: “Oh, I don’t know. I guess we let up a little on oil checks.”

In other words, this dealer permitted a proved, profitable business method to lapse and die out because of a lack of operating management. A profit-building plan, whether it creates business or prevents losses, can do these things only through continued use. Thus, all the management methods and principles outlined and illustrated in the preceding pages are profit builders, and if they are necessary to the profitable and efficient operation of your station today, they are equally valid tomorrow, next month, and next year. The effectiveness of these principles does not die out in time, but it will die out if there is not follow-through management to keep them in operation.

Follow-Through Management Is Vital

Throughout this entire program you have been dealing with profit-building salesmanship. You have studied ways and means for the effective merchandising of Imperial and Atlas products and services at your station. For example, many pages were devoted to the sale of Atlas tires—ways and means of initiating sales through tried and proved methods of presenting the values of Atlas convincingly. These principles and methods were not given in general terms, but in terms of actual, individual sales. You saw the complete steps of a sale to a Dr. Blake. The profit on such a sale would, of course, be attractive. But from the standpoint of the continued success of your station, this one sale wouldn’t mean much one way or the other. What will mean a great deal, however, is the continuation of these methods and appeals that sold Dr. Blake when selling all other tire prospects. A standardization of these methods and appeals ensures their use as a part of the established sales procedure of your station operation. In other words, there must be a multiplication of profit. This multiplication can come only through a constant repetition of proved sales methods, which, in turn, can be ensured only by the effective operating management which continues to use such methods.

It would be possible, but of doubtful value, to take all the sales-management methods which have been presented throughout this program and show the im-
portance of planned follow-through operating management which will ensure their continued profit. But such treatment would soon flatten out into a monotonous repetition of the same statements. Thus, if it is profitable to observe needs as leads to sales, this principle applies equally to Three Star, Esso, Marvelube, Atlas tires and batteries, and all the other products and services of your station. If it is profitable to maintain a bright, inviting station, to reinforce your sales effort with attractive display, and so on, these principles of sound merchandising must be followed as standard business practice.

Merely to transfer an hour of your time from routine to creative work for a day or week will not mean much. It is the piling up of these hours through weeks and months as a standard business-management policy which really pays the dividends. Consequently, to treat every method from the standpoint of operating management would soon grow monotonous.

Control and Guidance

A better and more practical way is to set up this entire subject of operating management as a control and guide to your station operation. You can reduce the entire subject to a statement and a question:

"In order to make the profits that are possible at my station, I must apply the sound principles and methods of salesmanship and management which I have learned.

"Am I applying these principles and methods every day as a standard, continuous business policy; or am I letting them lapse through carelessness or lack of intelligent planning and follow-through?"
If you will memorize this statement and this question and use them as a guide—and then follow it—you will find it the most profitable formula you have ever adopted. We are all creatures of habit. Many men fail because they allow habits of carelessness to defeat them, not because they must fail. Successful men succeed because they build into their lives the habits of success which become automatic. The successful service-station retailer would no more think of neglecting to follow the procedures which open opportunities for additional sales than he would of refusing to sell an asked-for tankful of Three Star.

If you will make the statement and question which were just given a formula for your work and then adhere to it, you will be supplied with the means by which you can develop these habits of success. You cannot honestly and intelligently use this formula without seeing it work out with profit and thus you will also be given an incentive to make it a part of all your work and plans.

**Summing Up**

In this concluding Section of your Imperial-LaSalle sales-development program you have learned some of the most important principles, not only of your business, but also of life in general. You have seen that some of the most important ingredients of your business success are those relating to management, or, as we might say, to the thinking and planning behind the actual work. With a clear understanding of and compliance with these management principles, you can multiply the values of your sales ability and you can keep on multiplying them as you grow in experience and in the ability that always results from the determination to do a better selling job and a better management job tomorrow than you did today.

Make these principles and methods of management a definite part of your work, just as you have the three-step selling process and all the other sales principles you have learned. You have found that these principles will actually “work out” and make sales. You will find that the principles of management given in this Section will also work out and be powerful helps in achieving your big objectives—more sales and more profits.

**Conclusion**

When you have faithfully followed and creditably completed the work of this program, you will be awarded a certification of this completion; but this will be the beginning of the real values of the program, not the end.

There are, roughly, two kinds of work in this world—manual and mental. We work with our hands and our minds. We can reach perfection in manual work. The mason can lay a perfect wall; the lathe worker can turn out a perfect bearing—perfect, that is, for all practical purposes. But the mental worker can never achieve a perfect accomplishment; he can never know all there is to know of any subject, whether it be law, medicine, or salesmanship.

Salesmanship is mental—it deals with the mind. As with all mental work, beyond today’s sales accomplishments always lies the inviting and interesting distance where new things are to be discovered, new and better ways to be developed.
Therefore, you are earnestly urged to *keep on growing* by those who have watched and helped to guide the careers of hundreds of thousands of men and who know the importance of the idea. Consider this program as a *beginning* in which you have learned sound principles and clear viewpoints that will help and guide you in meeting not only today's problems, but also those to come.

The Values This Program Has Brought You

As you review this study of salesmanship, you will agree that the principles you have been given are simple and easy to memorize. The methods you have learned are easy to apply. You have not been asked to accept any "system" of selling nor to discard any of the values of your hard-won personal experience. Every principle, every method, every idea in this training squares with your practical common sense. Expert salesmanship has been presented as an easy accomplishment because it is easy. Only inexpert, untrained, amateurish salesmanship is difficult.

The values of this program are twofold—tried and proved sales principles and methods, and facts about the problems of your business success which you can use as a guide in keeping your viewpoints clear and your outlook positive. The following paragraphs will summarize the chief points of both these values. Do not merely read over these points. Stop after each and *think* about it. Recall, as far as you can, what you have learned on each point in the preceding Sections. If your memory has grown somewhat hazy, turn back and review the subject carefully. You *must* have a clear understanding of these facts and you must comply with these principles. Therefore, use well the following review as a guide to your continued growth.

Attractiveness is an all-important factor in building displays that sell. Therefore, strive to gain "eye appeal" in the arrangement of your displays.

The Sales Principles You Have Learned

The buyer buys *advantages*. He considers the values of things, products, and services in terms of the advantages they will give him. Therefore, you must always offer what you wish to sell as an advantage.

Every product you handle must be sold as a definite *service*; that is, it has been designed to serve the customer by giving him the advantages he seeks.

The advantages sought by all buyers are grouped under one or more of four buying motives, or reasons—why the buyer buys, as follows:

1. Gain and economy—better value, better service, better performance, etc.
2. Pride and self-respect—satisfaction in the best product, service, brand, appearance, etc.

3. Comfort and convenience—timesaving, noiseless operation, the comfort of easy operation, etc.

4. Protection and safety—protection of investment, safety of family, etc.

Therefore, in offering a service which will give the customer the advantages he seeks, you are appealing to one or more of these buying motives by setting up the motive itself as the reason—why the customer should buy.

Every customer must make all five buying decisions before he will buy from you. These buying decisions are:

1. Need: That he needs the product or service offered.
2. Product: That the product or service offered will best meet the need.
3. Source: That he will buy the product or service from you.
4. Value: That the price and terms are satisfactory.
5. Time: That he will buy now.

The first and last of these buying decisions are always made as conscious decisions; the others may often be made automatically with these two. But all these decisions must be made in every sale. A sale is lost because one or more of these buying decisions have not been made. You can thus check for the missing decision and center your salesmanship on it.

The customer makes the decisions necessary to a purchase because he is convinced that each decision will give him the advantages he seeks. Conviction must be based on proof. Therefore, to have the claimed advantages accepted by the prospective customer, proof must always accompany such claims. In order to be sure that the proof is accepted and to avoid missing decisions, agreement with the proof should be asked for. Thus, we have the three-step selling process:

1. You claim an advantage.
2. You prove this advantage.
3. You ask for agreement to the proof.

Here you have what may be called two fact principles and three action principles:

**Fact Principles:**

The buyer buys advantages.

Every service-station sale is a service which will give the desired advantages.

**Action Principles:**

In offering advantages, you appeal to one or more of the four buying motives.

The customer must make all five buying decisions before he buys.

You use the three-step selling process in helping the buyer buy.

These are all the sales principles you need to know or to employ in order to do an expert job of selling. Think of them carefully and you will see that they are not only sound sales principles, but are also principles based on human nature, on which we base all our decisions and all our actions. Therefore, you do not have to go an inch outside the circle of your own life experience to accept these principles wholeheartedly. They will become an important part of every sale you make.
Facts That Influence Your Success in Business

Your rating and success as a businessman in any industry are based on the value you give in exchange for what you receive. In this respect every businessman holds a job and, like the man on a job, his returns are based on ability, whether these returns are in the form of salary or profits.

Thus, your business is a sales job. Your rating in this job is based on the following factors:

1. Your personality, which is the basis of your ability to win and to hold friends.
2. Your knowledge of the products and services you sell, which is the basis of the confidence of your customers.
3. Your salesmanship, which is the basis of the profits you create.
4. Your management, which multiplies the values of the preceding three qualities.

Here they are—the four chief qualities which will "put your business over the top," and the lack of which will prove to be real obstacles in your path to success and profits. Note here to what an important degree each of these qualities is based on your viewpoints and your thinking. Note also that there is no end to these qualities—no time or place where you can stop and say, "Well, I have done everything that can be done."

You have here all the factors of your job as an Imperial retailer summed up and brought to a sharp focus. Throughout the entire program they have been elaborated, illustrated, and applied directly to specific problems. This is what you must continue to do just as long as you are interested in moving upward in business ability and in the profits that rest on growth.

A constructive undertaking, such as this program has been, may be likened to a journey—a journey which increases in interest and satisfaction as you progress. One who sits down somewhere along the way has usually passed only the least interesting part and so misses the thrill of real achievement that lies along the more satisfying road ahead.

Right now you are at a critical point of this journey. Either you are going ahead, striving to build your abilities far beyond the limits they have reached as the result of this program, or you are going to "let down" on the essentials of the follow-through sales management with which you have just been dealing. The deci-
sion must rest wholly in your own hands; no one can help you because, after all, your success must be built by yourself.

It is the sincere hope of LaSalle Extension University that you will consider this point as merely the start of a long process of growth in your effectiveness as a salesman and as a businessman—a hope that is fully shared by Imperial Oil Limited, which has made this sales-development program available to you and has stood an equal share of its cost.

The seven Sections of the program should be reviewed constantly, since they will always supply suggestions for further progress. Refer to this program often; review your grasp of the essential points, which time may tend to dim.

You are a life member of LaSalle Extension University. You are entitled to call on LaSalle for counsel and help in the solving of whatever problems the future and your progress may bring. Please feel free to make use of this privilege. Our interest does not end with the termination of this program; it reaches forward in continued, helpful co-operation.

A SELF-CHECK

Since the beginning of this sales-development program you have been piling up a wealth of new information. Now, to do this is an excellent thing, but information will be of little good to you unless you use it. Someone has said that information is of use only when it is filed—not merely piled—in one’s mind. A good filing clerk will tell you that it is not putting things away, but finding them again when they are needed that is the important thing. Always remember,

therefore, that all the information and the things you learn must be accurate and must be classified properly, ready for instant use.

To help you “file” the information you have gained from the seven units of this sales-development program, a Self-Check has appeared at the close of each Section. You have probably already found these Self-Checks invaluable in picking up any lost threads in reviewing the former Sections.

Ten new questions appear in this Self-Check. Grade yourself, allowing ten points for each question correctly answered; 100 is the perfect grade. Be sure to look up the answer to any question which is not quite clear in your mind. Doing this will help you not only when you begin handling the Sales Opportunities accompanying this Section, but it will help you also when you use this valuable information in your daily sales work. In other words, your “file” of this information will be accurate and always ready for instant use.

Here Are the Questions

1. The success of your retail-station operation will involve expert salesmanship based on and supported by five important factors of management. Can you recall what they are? (Page 3.)

2. You have seen that the objective of any business always is to make an adequate profit. Profit is primarily dependent on the markup—the difference between the price paid for merchandise and the price for which it is sold. However, there are a lot of demands which have to be satisfied first before there is any true profit. Name five principal expense factors. (Page 7.)

3. A number of retail-station operators cut their prices because they think that by doing so they get more business.
What, in reality, actually happens when prices are cut? (a) Occasionally a retail-station operator will offer a product at a discount as a leader. Why is this a bad plan? (Pages 8 to 13.)

4. A sound credit policy helps to keep your steady customers and make your business operation profitable. What sound credit plan can you put into effect at your retail station to ensure pleasant business relations with your customers and profitable operation? (Pages 23 to 30.)

5. Suppose a friend of yours made the following remark to you: "I don't believe that station appearance means anything to the motorist because, after all, a person will buy the brand of gasoline he likes in any kind of station provided he knows he will get full measure." What will you say to him in pointing out the fact that good station appearance attracts business? (Pages 32 to 35.)

6. Many service stations are well prepared to deliver excellent service and products, but they lack any definite plan of selling them. There are two main activities which will remedy such a condition in any business operation. Can you recall the first activity? The second activity? Now explain how these factors tie in with efficient sales management. (Page 45.)

7. In your study of this Section you found that there are three places where creative salesmanship can be profitably employed. Name these three places in order of their importance. (Pages 47 to 50.)

8. There are two distinct ways in which you can increase the profits of your station with no increase of time or effort. Can you recall these two ways? (Page 60.)

9. Displays are an important part of station management. What three rules should be kept clearly in mind and consistently observed in managing displays? (Page 78.)

10. Since your study of this sales-building program you have learned that there are certain sales fundamentals and principles that every trained salesman always follows. What are the four buying motives or reasons-why a prospect or customer buys? (a) Every customer must make all five buying decisions before he will buy from you at your station. What are these five decisions? (b) What are the three steps of the selling process? (c) Explain the relation between the buying motives (reasons-why), the buying decisions, and the selling process. (Pages 91 to 93.)
Memoranda
INSTRUCTIONS FOR MAILING

After preparing your answers or sales talks for the Sales Opportunities in this working paper, send it directly to LaSalle Corporation, a Division of LaSalle Extension University, Chicago, Ill., in the return envelope provided. Your Personal Sales Training Director will review your work and give it his personal suggestions. It will then be returned to you with helpful comments which you can use in your training. Your work will be credited toward your certificate. “Use them as soon as you receive them today.”

Print Your Name and Address

Date

Matriculation No.

Apr 13/36
Common Sales Opportunities

Imperial Retail Station Salesmanship

How Would You Handle Them?

Section Seven

Sales Opportunity 1

Late one afternoon as you are about to relieve George Gerue, one of your co-workers, a customer of George's drives into the station. "I'll take care of Mr. McDonald," George remarks, running to the pump-island. After greeting Mr. McDonald and servicing his car with Three Star, George gives him the following sales talk on Imperial Specialized Lubrication:

(1) "Mr. McDonald, when I serviced your car with Marvelube the other morning, you will recall that I suggested Imperial Specialized Lubrication Service and you agreed your car was badly in need of this service.

(2) "You had an appointment then and couldn't spare the time for a complete Imperial Specialized Lubrication job.

(3) "But by delaying your lubrication service any longer, sir, you may cause rapid wear which makes necessary costly repairs.

(4) "Our Specialized Lubrication Service, Mr. McDonald, will give you immediate protection and better car operation.

(5) "For example, I noticed your car appeared to steer hard as you entered the drive. That's usually a signal that something is dry and you should not delay lubrication.

(6) "It means that other parts of the chassis are dry and unprotected, which will result in costly replacement of parts.

(7) "Naturally, you want to avoid such needless repair bills, don't you?

(8) "Then you will not want to delay this protection any longer, will you, sir?"

Study the foregoing sales talk and answer these questions:

(a) Did the service salesman use every step of the Advantage-Proof-Agreement selling process? 

Yes

If he did, indicate the numbers of the sentences in which he used each step.

(b) What sentences in the sales talk stated the advantage?

3-4

(c) What sentences in the sales talk offered proof?

5-6

(d) What sentences in the sales talk asked for agreement?

7-8

(e) To what buying reasons (reasons-why) was your co-worker appealing?

Gain, Economy, Better Service, Better Performance

(f) What buying decision was he trying to help Mr. McDonald make?

That he will buy now.

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CTOP-Q7
Sales Opportunity 2

You have found that one of the major opportunities and responsibilities connected with your job is to build your sales through creative salesmanship and sales-promotional efforts. In this connection you find there are three places that offer opportunities for the profitable employment of your creative salesmanship. These three situations are:

1. At the service station.
2. In community development.
3. In general sales promotion among friends, acquaintances, business connections, and wherever an opportunity to promote sales can be created.

Select any one of these three situations that is related to your own work and experience and show how you are developing the selling opportunities it offers you.

3 - In General Sales Promotion.

I endeavour by my knowledge of the quality products supplied by Imperial Oil to influence others to my friends and acquaintances, telling them that only the best are the best dollar value of the season.

I know this by having been something about the manufacture of the product and by quoting my own experience and the behaviour of other medical friends. I ask them to try our gasoline, oil, or tires etc. and appreciate from them, to go to our stations for service after they have made a purchase. I try to sell to make sure that they are getting the service and performance that our products provide.

Sales Opportunity 3

One morning you receive a call to report to your division office. On reaching the office, you are informed that you have been chosen to represent Imperial Oil Limited as a retail-station supervisor. A few days later you start on your new job. In your territory you find one particular Imperial outlet operated by George Burns, a retailer who apparently doesn't appreciate the importance of neat, effective merchandising displays.

(a) Since it is your job to help your dealers operate their stations as profitable merchandising units, what three important rules of effective display are you going to give Burns so that he can cash in on the profits made possible by such displays?

1. Your goods must be attractively displayed.
2. These displays should be changed and rearranged frequently, so that they don't become merely part of the "scene" of the station.
3. The displays should be arranged with due regard to Timeliness - the most prominent articles being the most popular in demand at the season.

(b) What will you say to Mr. Burns to sell him on the importance of following these three rules?

Advantage: Many of your accessories will help to sell to others through the power of "suggestion" if they are attractively arranged. There are windows on most of your Never look at them once because they are dirty and unattractive — others that are "ugly" with you because they are enticing.

Proof: Every car that stops at your pump carries a potential customer to your sales window. He is going to buy some repair or replacement parts somewhere. How can you be - anti-freeze in the All-Steel Plugs - fuel hose etc. In the spring, send him Trim and New Trim - Tires etc.

Your next window display will attract customers just like it is doing at other Imperial Stations.

Agreement: You want to make the additional profit out of these accessories don't you Mr. Burns?
INSTRUCTIONS FOR MAILING

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